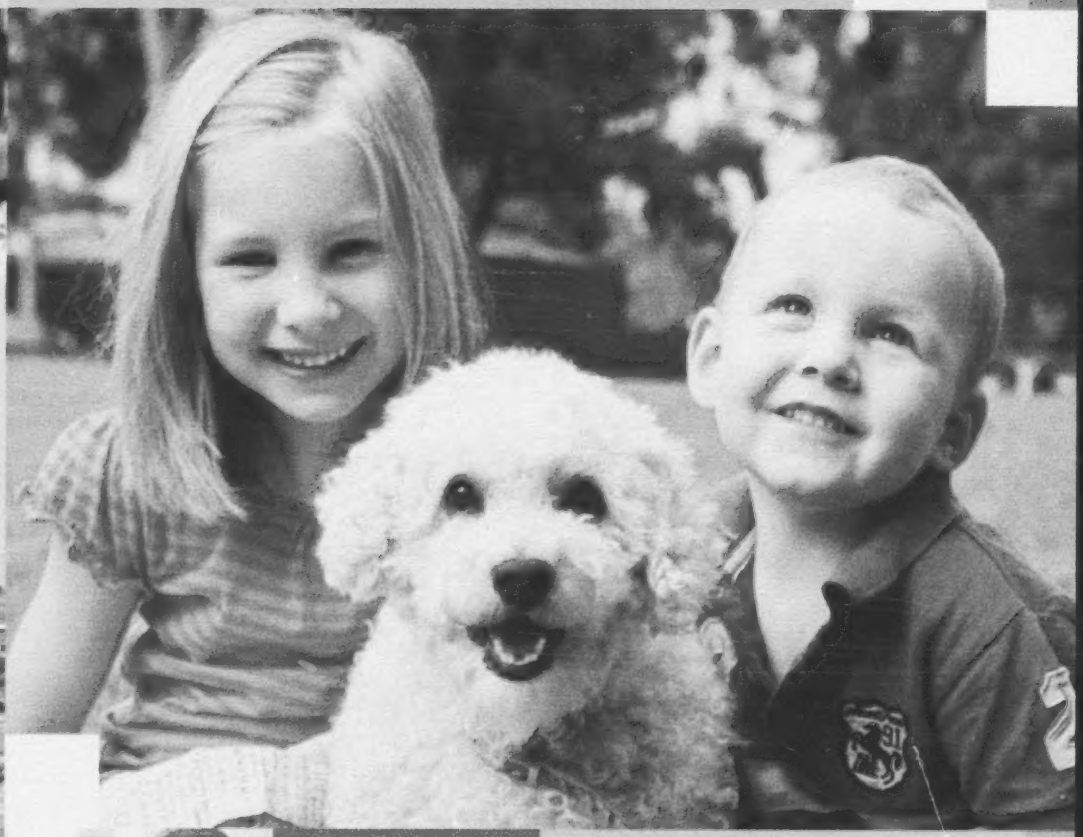
CITY OF WHITEHORSE

Revised Council Plan
2015-2019



Contents

Welcome
A Message from the Mayor 2
A Snapshot of Whitehorse 3
Meet your Councillors 6
Organisational Structure 12
Council's Planning Framework 13
Community Engagement 14
2015–2019 Council Plan 16
Strategic Objectives, Strategies and Strategic Indicators for 2015–2019 17
Strategic Resource Plan 2015–2019 27
Strategic Resource Plan – Financial Statements 38

Acknowledgement of Country

In the spirit of reconciliation, Whitehorse City Council acknowledges the Wurundjeri people as the traditional owners of the land now known as Whitehorse and pays respect to its elders past and present.

Welcome

Whitehorse City Council is pleased to present its *revised* Council Plan 2015–2019.

The Council Plan identifies Council's strategic priorities and key actions for the four years term of Council.

This important document sets Council's direction for the future and details how Council will allocate its financial and non-financial resources to deliver the Council Plan and all Council services, for the next four years.

The Council Plan is also Council's response to the goals and aspirations as articulated in the 10-year plan; Council Vision 2013–2023.

The Council Vision 2013–2023 was developed after extensive community consultation and provides the overarching strategic directions for Council.

A Message from the Mayor

It gives me great pleasure to present the community with the revised Council Plan 2015-2019 which represents the third year update of our 2013-2017 Council Plan

Council is required under the Local Government Act 1989 to prepare a four-year Council Plan which must include the strategic objectives of Council, strategies to achieve these objectives over the next four years, strategic indicators and a Strategic Resource Plan that identifies the resources required to achieve these objectives. The Strategic Resource Plan includes a financial allocation plan based on Council's Long Term Financial Plan; Human Resource Strategy; Revenue Strategy; Borrowing Strategy; and Asset Management Strategy.

The Council Plan is also linked directly to the Council Vision which guides the future directions of Council for the next ten years. These strategic documents have been prepared on the basis of feedback from a range of consultations.

The Council Plan has five Strategic Objectives and 39 strategies to be implemented over four years. The Strategic Objectives are:

- Appropriate multi-purpose programs, services, facilities and initiatives that promote and deliver wellbeing and inclusive connected communities;
- Maintain, develop and enhance our built environment;
- Increase in the amount of quality open space and improvement in the sustainability of our natural environment;
- Strong leadership and governance in partnership with the community and supported through regional collaboration and cooperation; and
- A dynamic local economic environment that is regionally connected.

The Local Government Act also requires Council to review its Council Plan each year to determine whether the Plan requires any adjustment. This year's annual review of Council Plan resulted in a number of changes to the Strategic Indicators to ensure they remain relevant measures of performance, particularly with the introduction of the Local Government Performance Reporting Framework. In addition, the Strategic Resource Plan has been updated to identify resources required over the next four years.

I encourage you to take the time to read this document and find out more about Council's priorities, strategic objectives and strategies for the next four years.

Cr Andrew Munroe
Whitehorse Mayor

A Snapshot of Whitehorse

Our Location

The City of Whitehorse is located just 15 kilometres east of Melbourne and covers an area of 64 square kilometres. The municipality is bounded by the City of Manningham to the north, the Cities of Maroondah and Knox to the east, the City of Monash to the south and the City of Boroondara to the west. Whitehorse's suburbs include Blackburn, Blackburn North, Blackburn South, Box Hill, Box Hill North, Box Hill South, Burwood, Burwood East, Forest Hill, Mitcham, Mont Albert, Mont Albert North, Nunawading, Surrey Hills, Vermont and Vermont South.

Our Residents

Whitehorse has an Estimated Residential Population of approximately 161 724 residents (as at June 30, 2013). Recent forecast data has been provided and it is expected that the population will increase to around 167,599 by 2016. The household size is expected to fall slightly. Most households are made up of couple families and this trend is set to continue.

Whitehorse has a diverse population. According to the 2011 census, one-third of residents were born overseas and 30 per cent speak a language other than English at home. The most common languages are Mandarin, Cantonese, Greek, Italian, Vietnamese, Hindi, Sinhalese, Korean and Punjabi.

The 2011 Census data also reveals that approximately 21 per cent of residents are aged under 18 years, 57 percent between 18 and 59 and 23 per cent aged over 60.

Volunteering is an important part of the lives of many people living in Whitehorse with 21 per cent of residents volunteering to help the community in some capacity compared to 18 per cent for Greater Melbourne.

Our History

The City of Whitehorse was proclaimed in December 1994, following the amalgamation of the former cities of Box Hill and Nunawading. The birth of the city reunited the suburbs which formed the original Shire of Nunawading more than 100 years ago. The municipality derives its namesake and logo from a white horse dating back to the 1850s, when a white horse statue adorned the front entrance of the city's first hotel and two-storey building. Today, a memorial stands on the former site of the hotel and the white horse symbolizes the city's identity.

The city is also recognised as the home of Australian Impressionism, stemming from its relationship with Box Hill as the original site of the Artists' Camp.

In 1885, artists established the first of their camps at Box Hill, and whilst the camp only lasted three years, some of the artists, including Frederick McCubbin, returned to the area often.

The city has an impressive art collection containing works by members of the Box Hill Artists' Camp, including McCubbin, Roberts and Streeton.

Our Logo

The city's logo is modelled on the knight, which is one of the most powerful and flexible pieces in the game of chess. The significance of the white horse emanates from the historical and mythological representation of strength, courage and fertility. The symbol of the white horse in Celtic mythology comes from the Goddess Epona (Gaul), Macha (Eire) and Rhiannon (Britain), each a guardian of good fortune 'for monarch and tribe'. In astrology the white horse characterises freedom, strength and growth.

Our Services and Facilities

Whitehorse Council provides more than 100 high quality services and facilities across a range of areas including Community Services, Environmental Services, Customer Services, Health and Wellbeing, Planning and Building, Parks and Gardens and more.

Our Parklands

Whitehorse City Council has more than 690 hectares of open space, including quality bushland reserves, parks, formal gardens, recreation reserves and trails, combined with tree-lined residential streetscapes to form a pleasant urban environment.

Our Assets

The City of Whitehorse has a broad base of infrastructure assets, which provide services for our community. These include 623km of roads, 31 km of laneways, 1189km of footpaths, 843km of stormwater drainage network, 370 buildings and facilities including Early Childhood and Maternal Care, Leisure and Recreation, Community and Cultural facilities, 52 sportsfields, 173 public play spaces and an immense asset register of street trees as well as extensive bushland and parkland.

Our Staff

Council values its staff and the contribution they make to the organisation and the wider community. Council's workforce in January 2015 was 1322 employees, many of these in part-time roles. The Equivalent Full-Time (EFT) positions at the time was 690.5. Whitehorse has a high percentage of staff who live locally with approximately 35.8% of the workforce, (473 staff members) living in the municipality.

Our Features

Whitehorse is uniquely characterised by quiet tree-lined residential streets (with some areas dating back to the early 1900s), a wealth of parks, gardens and natural bushland reserves, a range of bustling shopping centres, and many arts and cultural

opportunities, and sports and leisure facilities.

The Whitehorse community has access to an extensive public transport system with trains, trams and buses all widely serving the area. Whitehorse boasts some of the region's leading educational, medical and leisure facilities and is at the cutting edge of the telecommunications, multimedia and information technology industry.

Our Local Attractions

Whitehorse has many attractions for its residents and visitors to discover and experience including:

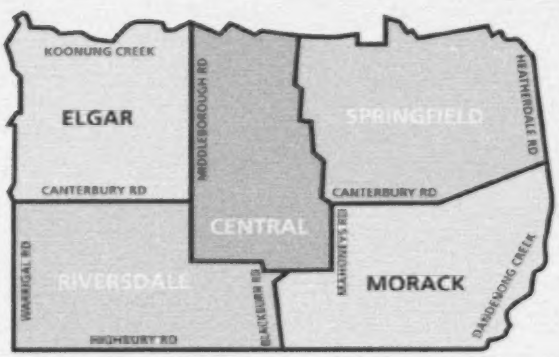
- Box Hill Town Hall is a vibrant hub for Whitehorse community groups incorporating an accredited art space to display Council's comprehensive art collection and a convenient meeting place for local businesses.
- The Whitehorse Centre, the city's premier arts and cultural centre which attracts thousands of theatre lovers and conference users each year. The Whitehorse Professional Theatre and Music Season showcases some of the best professional theatre from around the country at the Whitehorse Centre.
- Schwerkolt Cottage and Museum complex in Mitcham is a heritage listed pioneer's stone cottage in a garden setting surrounded by 2.25 hectares of bushland. This popular attraction is open to the community on weekends.
- The Box Hill Community Arts Centre is an artistic and cultural hub and home to a wide variety of local arts and community groups. The centre offers art and craft classes, an exhibition space, art shop and community meeting space.
- Blackburn Lake Sanctuary is one of the area's most significant environmental assets and is regarded as one of the most notable and important bird refuges in metropolitan Melbourne.
- Sportlink Vermont South, Aqualink Nunawading, and Aqualink Box Hill/Surrey Dive and scenic Morack Golf Course are facilities that attract thousands of people each week.
- An outstanding range of community events and festivals, including Australia Day celebrations, the annual Spring Festival, the Chinese New Year Festival, Swing Pop Boom – Summer Music Series, the annual Global Fiesta in the transformed Box Hill Gardens and Carols by Candlelight.

Meet Your Councillors

The City of Whitehorse has ten Councillors elected by residents to govern the city. The municipality is divided into five wards, with two Councillors elected to represent each ward. The Mayor of Whitehorse is chosen by the Councillors to serve as the principal ambassador for the city for a twelve-month term.

Ordinary Council Meetings are held on the third Monday of each month in the Council Chamber at the Whitehorse Civic Centre. Special Committee Meetings are held on the second Monday of each month. Members of the public are welcome to attend either Ordinary Council Meetings or Special Committee Meetings.

The following Councillors were elected in October 2012 to serve until the Local Government Elections in October 2016.



Cr Andrew Munroe – Mayor
PO Box 30
Blackburn Vic 3130
P: 9878 8235
E: andrew.munroe@whitehorse.vic.gov.au

Official Council appointments;

- Advisory Committee for the review of the Chief Executive Officer's development
- Box Hill Activity Centre Reference Group
- Budget Committee
- Built Environment Awards Judging Panel
- City of Whitehorse Bicycle Advisory Committee
- City of Whitehorse Scholarship Committee
- Municipal Association of Victoria
- Victorian Local Governance Association
- Whitehorse Centre Feasibility Study Working Group
- Whitehorse Matsudo Sister City Relationship Friendship Group

Cr Denise Massoud
PO Box 52
Forest Hill VIC 3131
P: 9878 4320
E: denise.massoud@whitehorse.vic.gov.au

Official Council appointments;

- Advisory Committee for the review of the Chief Executive Officer's development
- Box Hill Activity Centre Reference Group
- Budget Committee
- City of Whitehorse Scholarship Committee
- Domestic Animal Management Plan Advisory Committee
- Municipal Early Years Plan Steering Committee

- Whitehorse Business Group Inc.
- Whitehorse Disability Advisory Committee

Elgar Ward

Cr Robert Chong AM
PO Box 34
Box Hill Vic 3128
P: 9894 3713
E: robert.chong@whitehorse.vic.gov.au

Official Council appointments

- Box Hill Activity Centre Reference Group
- Budget Committee
- Municipal Early Years Plan Steering Committee
- Whitehorse Matsudo Sister City Relationship Friendship Group

Cr Helen Harris OAM
40 William Street
Box Hill Vic 3128
P: 9897 1312
E: helen.harris@whitehorse.vic.gov.au

Official Council appointments

- Box Hill Activity Centre Reference Group
- Budget Committee
- Built Environment Awards Judging Panel
- Heritage Steering Committee
- Municipal Association of Victoria Arts & Culture Committee
- Municipal Association of Victoria Professional Development Reference Group
- Visual Arts Committee
- Whitehorse Manningham Regional Library Corp.
- Whitehorse Centre Feasibility Study Working Group

Cr Bill Bennett
PO Box 219
Vermont Vic 3133
P: 9801 1251
E: bill.bennett@whitehorse.vic.gov.au

Official Council appointments:

- Box Hill Activity Centre Reference Group
- Budget Committee
- Built Environment Awards Judging Panel
- Eastern Alliance for Greenhouse Action (EAGA) Executive Committee
- Local Government Waste Management Forum to support the Metropolitan Waste and Resource Recovery Group
- Transition Whitehorse Community Steering Committee
- Whitehorse Manningham Regional Library Corp.
- Whitehorse Reconciliation Policy & Action Plan Advisory Committee

Cr Raylene Carr
PO Box 6060
Vermont South Vic 3133
P: 9803 0913
E: raylene.carr@whitehorse.vic.gov.au

Official Council appointments:

- Budget Committee
- Domestic Animal Management Plan Advisory Committee
- Municipal Association of Victoria Emergency Management Committee
- Municipal Association of Victoria Professional Development Reference Group
- Visual Arts Committee
- Whitehorse Centre Feasibility Study Working Group

Riversdale Ward

Cr Sharon Ellis
PO Box 8178
Burwood Heights Vic 3151
P: 9890 8057
E: sharon.ellis@whitehorse.vic.gov.au

Official Council appointments:

- Advisory Committee for the review of the Chief Executive Officer's development
- Box Hill Activity Centre Reference Group
- Budget Committee
- Eastern Region Affordable Housing Alliance
- Municipal Association of Victoria Human Services Committee
- Whitehorse Centre Feasibility Study Working Group
- Whitehorse Matsudo Sister City Relationship Friendship Group

Cr Andrew Davenport
PO Box 2230
Blackburn South Vic 3130
P: 9803 7640
E: andrew.davenport@whitehorse.vic.gov.au

Official Council appointments:

- Advisory Committee for the review of the Chief Executive Officer's development
- Audit Advisory Committee
- Budget Committee
- Heritage Steering Committee
- Metropolitan Transport Forum

Cr Philip Daw
PO Box 2152
Rangeview Vic 3132
P: 9873 3108
E: philip.daw@whitehorse.vic.gov.au

Official Council appointments:

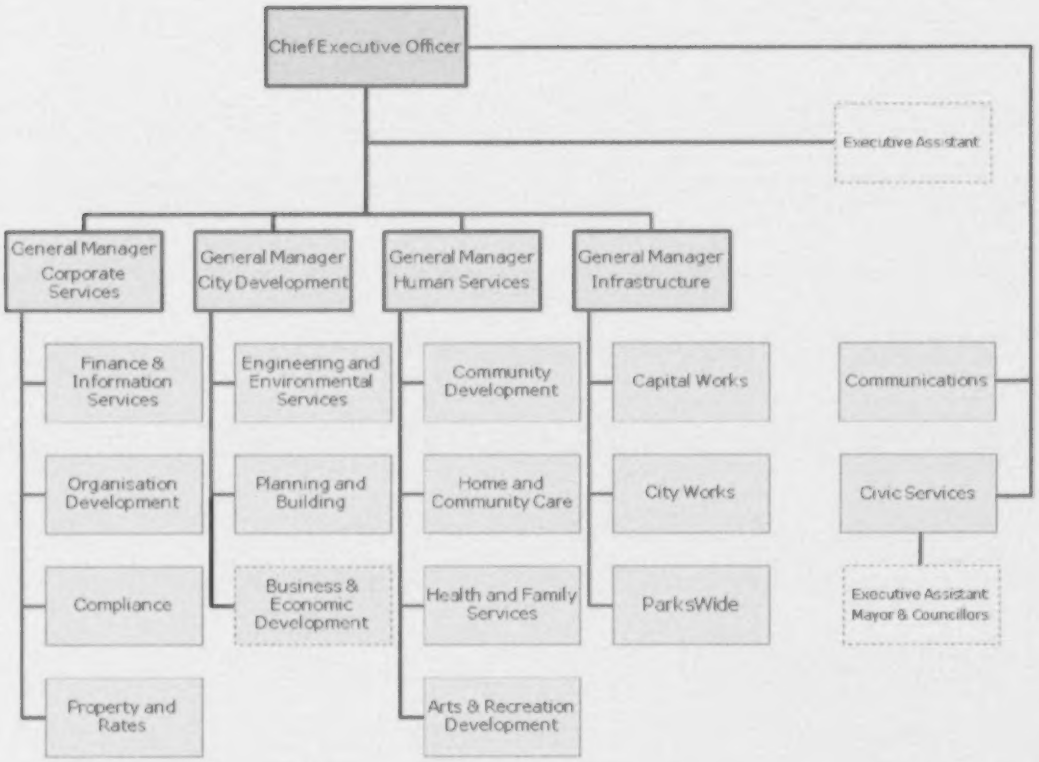
- Budget Committee
- Box Hill Activity Centre Reference Group
- Municipal Association of Victoria Planning Committee
- Municipal Association of Victoria Transport and Infrastructure Committee
- Whitehorse Business Group Inc.
- Whitehorse Centre Feasibility Study Working Group

Cr Ben Stennett
PO Box 120
Nunawading Vic 3131
P: 9872 3069
E: ben.stennett@whitehorse.vic.gov.au

Official Council appointments:

- Audit Advisory Committee
- Budget Committee
- Built Environment Awards Judging Panel
- Eastern Transport Coalition
- Whitehorse Matsudo Sister City Relationship Friendship Group

Organisational Structure



Council's Planning Framework

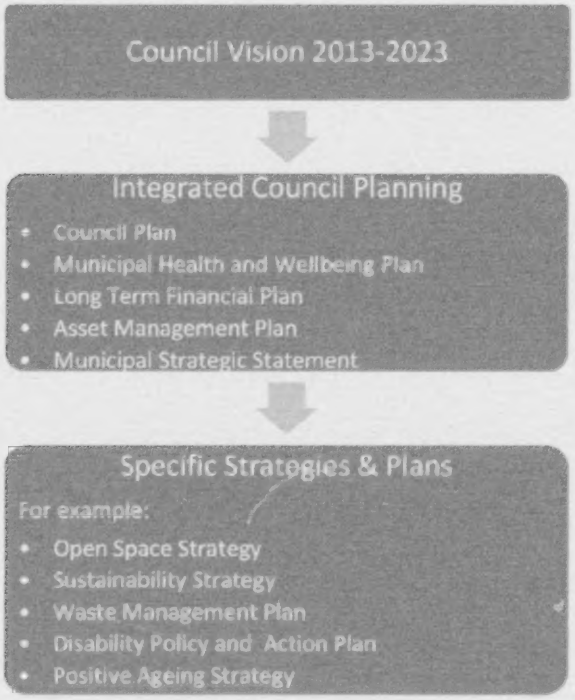
In 2013 Council reviewed a document entitled *Our Vision for Whitehorse 2006–2016*, a 10-year plan that had been written in 2005 setting out Whitehorse community aspirations for the 21st century. Council reviewed this document in 2013 as part of the integrated community consultation process for the development of the Council Plan and Municipal Health and Wellbeing Plan and extended it to 2023.

The Council Vision 2013–2023 commits Whitehorse City Council to a set of priorities for future action. These priorities have been translated into five Strategic Directions to reflect and respond to our community's aspirations, values and needs, that is:

1. Support a healthy, vibrant, inclusive and diverse community
2. Maintain and enhance our built environment to ensure a liveable and sustainable city
3. Protect and enhance our open space and natural environments
4. Strategic leadership and open and accessible government
5. Support a healthy local economy.

Whitehorse City Council has used the Council Vision 2013–2023 to inform the preparation of its four year Council Plan and Council's Annual Budget. The broad parameters of the Vision are reflected in the vision, mission and values, and the strategic objectives of the Council Plan.

These relationships are shown in the diagram below.



Community Engagement

The ongoing development of integrated planning processes is a priority for Whitehorse City Council. In the development of this Plan, Council combined the consultation and engagement process of Council's 4 year Council Plan, 10 Year Vision and the Municipal Health and Wellbeing Plan. The integrated process was broadened to include a range of opportunities for residents, community groups and local businesses to provide input into the strategic direction of Whitehorse.

The first stage of the consultation process for the Council Vision, Council Plan and the Municipal Health and Wellbeing Plan was the identification of priorities through consultations with Councillors, community and staff over a number of months. The objectives and strategies were then formed through a strategic planning process that considered current issues in our community, feedback from other recent in-depth consultation processes that have occurred whilst developing a range of Council plans and policies, as well as a commitment by Council to work towards our and the community's aspirations.

A range of creative and innovative consultative mechanisms were employed to engage the community including the use of *Your Say Whitehorse* an internet technology based engagement tool utilised for the first time, face to face workshops and a paper based picture survey.

Community Workshop - Nunawading Civic Centre February 2013

January 2013 saw the launch of an online feedback platform - *Your Say Whitehorse*. This innovative online engagement tool provided a convenient and easy to access option for the community to participate and contribute to discussions and surveys about what mattered to them and what they saw as priorities for Council to consider. Your Say Whitehorse attracted 439 visitors with 100 participating in the survey on Council priorities.

The online site was complemented by a picture survey distributed as an insert in the local paper to every household in the municipality. Council received over 2000 responses indicating their opinion on what Whitehorse City Council should prioritise.

Additionally, face to face workshops were conducted in February 2013 using the "World Café" methodology, a group conversational

technique that encouraged participation and input from all participants. Seventy participants along with Councillors were in attendance at both sessions with Councillors theming the raw data and providing summarised feedback of the key messages.

It should also be noted that Council's commitment to ongoing community engagement to assist its planning processes includes considerable data drawn from a range of reviews, strategies and plans that have had significant community input. These include but are not limited to:

- Whitehorse Volunteering & Civic Participation Strategy;
- Whitehorse Community Health & Wellbeing Plan;
- Whitehorse Positive Ageing Strategy.
- Whitehorse Reconciliation Policy & Action Plan;
- Whitehorse Diversity Policy & Action Plan;
- Whitehorse Disability Policy & Action Plan;
- Whitehorse Municipal Early Years Plan;
- Whitehorse Youth Plan;
- Whitehorse Arts Strategy;
- Whitehorse Recreation Strategy;
- Energy Action Plan;
- Climate Change Plan;
- Whitehorse Sustainability Strategy;
- Water Action Plan;
- Peak Oil Plan;
- Waste Management Plan;
- Whitehorse Integrated Transport Strategy;
- Whitehorse Housing & Neighbourhood Character Review;
- Whitehorse Open Space Strategy; and
- Whitehorse Municipal Strategic Statement.

Community Workshop – Nunawading Civic Centre February 2013

The Council Vision and Council Plan represent the outcomes of a broad range of consultation and engagement processes that have been undertaken and put in place Council's commitment to working in partnership to achieve the aspirations and priorities that have been identified by the community.

2015-2019 Council Plan

Vision

We aspire to be a healthy, vibrant, prosperous and sustainable community supported by strong leadership and community partnerships.

Mission

Whitehorse City Council, working in partnership with the community to develop and grow our municipality through good governance, proactive strategic planning and advocacy, efficient, responsive services and quality infrastructure.

Values

In pursuing its goals, Whitehorse City Council believes in and is committed to the following values:

Consultation and Communication

Ensuring that members of our community are both, sufficiently informed and able to contribute, to Council's decision-making processes.

Democracy and Leadership

Recognising and valuing community participation in Council's decision-making as well as Council's role in providing leadership to the community.

Equity and Social Justice

Respecting and celebrating our social diversity to promote an inclusive community.

Integrity

Making decisions and acting in ways that reflect our values.

Openness and Accountability

Being transparent in its decision-making, Council welcomes public scrutiny and community feedback.

Sustainability

Making decisions about our social, economic, built and natural environments that will benefit both present and future generations.

Wellbeing

Commitment to supporting the community in all areas of health and well being.

Strategic Objectives, Strategies and Strategic Indicators for 2015-2019

Council's Strategic Objectives over the next four financial years 2014-2018 are:

1. Appropriate multi-purpose programs, services, facilities and initiatives that promote and deliver wellbeing and inclusive connected communities

2. Maintain, develop and enhance our built environment

3. Increase in the amount of quality open space and improvement in the sustainability of our natural environment

4. Strong leadership and governance in partnership with the community and supported through regional collaboration and cooperation

5. Dynamic local economic environment that is regionally connected.

The *Local Government Act 1989* requires Council to identify Strategic Indicators that will assist Council to monitor the achievement of its Strategic Objectives. These indicators are global indicators that reflect the broad progress and are not necessarily measures of specific Council actions.

The Strategic Indicators for 2015-2019 can be found under each of the following Strategic Objectives and Strategies.

STRATEGIC DIRECTION 1:

Support a healthy, vibrant, inclusive and diverse community.

1. **Strategic Objective**: Appropriate multi-purpose programs, services, facilities and initiatives that promote and deliver wellbeing and inclusive connected communities.

1.1. Strategies

1.1.1. Continue to develop existing council facilities accessible and adaptable to inter-generational and diverse and multicultural community users.

1.1.2. Promote benefits of flexible, multipurpose spaces.

1.1.3. Promote services, programs and facilities to meet the needs of community.

1.1.4. Review service accessibility for emerging health priorities.

1.1.5. In partnership, plan and provide appropriate services to our ageing population, youth, families, individuals and children based on current and future need.

1.1.6. Promote programs and services that foster social connections within the community.

1.1.7. Promote programs that foster wellness and the prevention of disease.

1.1.8. Continue to support volunteers and explore civic participation opportunities for increased community involvement.

1.1.9. Further strengthen partnerships to implement policies, plans and projects that deliver positive outcomes for the community.

1.1.10. Continue to provide financial and in-kind support to community groups and organisations.

1.1.11. Promote role of Council and community in relation to community safety, amenity and healthy neighbourhoods.

1.2. Strategic Indicators

1.2.1. Level of overall satisfaction with Whitehorse City Council.

1.2.2. Program or service participation rates and number of visitors and users to facilities.

1.2.3. Level of attendance at Council events and celebrations.

1.2.4. Increase in the number of volunteers participating in a broader range of community activities.

1.2.5. Number and value of grants provided to community groups and organisations.

1.3. Actions over four years

1.3.1. Continue to explore opportunities to ensure facility use is optimised.

1.3.2. Explore opportunities to ensure existing Council facilities are accessible to inter-generational and diverse community needs.

1.3.3. Enhance planning to identify strategies for advocacy and community feedback.

1.3.4. Continue to undertake community engagement to identify and assess the feasibility of innovative approaches to creating flexible, adaptive facilities, programs and services.

1.3.5. Encourage volunteering to increase social inclusion/participation of people in community life.

1.3.6. Continued provision of Council's Annual Community Grants program.

1.3.7. Continue to work in partnership to develop strategies to reduce violence against; women, older people (elder abuse), and people with disabilities.

1.3.8. Improve food services facilities and services for the aged.

1.3.9. Implement an Active Service model within Home and Community Care.

1.3.10. Respond to the increased demand for a broad range of services including social support by older people in Whitehorse.

1.3.11. Continued development of major events and celebrations with Whitehorse community.

1.3.12. Continue to participate in the Eastern Metropolitan Region Family Violence Partnership.

1.3.13. Continue redevelopment and implementation of the following strategies, plans and policies:

- Whitehorse Volunteering & Civic Participation Strategy.
- Whitehorse Community Health & Wellbeing Plan.
- Whitehorse Positive Ageing Strategy.
- Whitehorse Reconciliation Policy & Action Plan.
- Whitehorse Diversity Policy & Action Plan.
- Whitehorse Disability Policy & Action Plan.
- Whitehorse Municipal Early Years Plan.
- Whitehorse Youth Plan.
- Whitehorse Arts Strategy.
- Whitehorse Recreation Strategy.

1.3.14. Encourage corporate sector cooperation for the above strategies.

STRATEGIC DIRECTION 2:

Maintain and enhance our built environment to ensure a liveable and sustainable city.

2. **Strategic Objective**: Maintain, develop and enhance our built environment.

2.1. Strategies

2.1.1. Improve the links and usage of transport modes with regard to efficiency, sustainability and safety.

2.1.2. Continue to lobby for improved pedestrian linkages and transport connectivity.

2.1.3. Continue to maintain and enhance Council's physical assets for long-term sustainability, safety, public amenity and appearance.

2.1.4. Support and promote greater housing diversity (including affordable housing) balanced with preserving the heritage, landscape, cultural and natural environments.

2.1.5. Continue to improve the utilisation of council assets including optimal multi-purpose usage.

2.1.6. Continue to encourage sustainable and quality retrofit of existing Council facilities.

2.1.7. In partnership with the community and key stakeholders develop policy and principles that define and guide responsible and appropriate development.

2.1.8. Continue to provide affordable, effective, and sustainable Council waste services and initiatives.

2.1.9. Improve shared civic open spaces.

2.2. Strategic Indicators

2.2.1. Percentage of planning applications decided within 60 days

2.2.2. Increased kilometres of walking tacks, shared pedestrian and bicycle paths.

2.2.3. Reduction in Council's water consumption.

2.2.4. Reduction in Council's energy consumption.

2.2.5. Percentage decrease in waste to landfill per capita.

2.2.6. Number of council owned building retrofitted with Environmentally Sustainable Design principles.

2.2.7. Audit results of the Road Management Plan annual action plan.

2.3. Actions over four years

2.3.1. Continue to advocate for the Box Hill transport interchange development.

2.3.2. Continue to lobby for road rail separations within Whitehorse.

2.3.3. Continue to develop and update Asset Management Plans that inform Council's annual budgeting process.

2.3.4. Implement the Asset Management Strategy.

2.3.5. Develop integrated asset management and service plans.

2.3.6. Annual asset management benchmarking against other councils.

2.3.7. Incorporate principles of accessibility, walkability and liveable neighbourhoods into structure planning and policy development.

2.3.8. Work with planning applicants to implement the principles and policies defined by Council to achieve more appropriate development.

2.3.9. Enhance physical infrastructure so that it supports communities with a diverse range of different abilities and needs.

2.3.10. Promotion of "universal design" principles (as defined under the United Nations United Nation Convention on the Rights of Persons with Disability).

2.3.11. Investigate opportunities for the co-location of multipurpose facilities e.g. housing, amenities, community services and facilities.

2.3.12. Continue to retrofit council buildings to decrease energy and water use when replacement required or high benefits will be achieved.

2.3.13. Continue to implement strategies and plans that identify enhancements to the built environment and meet sustainability objectives such as:

- Whitehorse Community Health & Wellbeing Plan.
- Whitehorse Disability Action Plan.
- Energy Action Plan.
- Climate Change Plan.
- Sustainability Strategy.
- Water Action Plan.
- Peak Oil Plan.
- Waste Management Plan.
- Whitehorse Integrated Transport Strategy.
- Whitehorse Bicycle Strategy 2007
- Whitehorse Community Road Safety Strategy

2.3.14. Programmed inspections in accordance with the Road Management Plan.

2.3.15. Continue to maintain the appearance, safety and cleanliness of our municipality.

2.3.16. Continue to monitor latest climate science and peak oil impacts.

2.3.17. Investigate opportunities for improved shared civic open spaces.

STRATEGIC DIRECTION 3:

Protect and enhance our open space and natural environments.

3. **Strategic Objective**: Increase in the amount of quality open space and improvement in the sustainability of our natural environment.

3.1. Strategies

3.1.1. Continue to develop a municipality which retains, enhances and increases open space and sustainable streetscapes.

3.1.2. Identify environmental priorities that preserve biodiversity.

3.1.3. Consider and plan for climate change impacts on our natural environment.

3.1.4. Community education and awareness programs to raise awareness of the benefits of trees and vegetation in an urban environment.

3.2. Strategic Indicators

3.2.1. Net increase in number of trees planted.

3.2.2. Number of completed funded open space improvements.

3.2.3. Total number of plants produced at the Whitehorse Plant Nursery.

3.2.4. Reduction in volume of litter caught in Gross Pollutant Traps (installed in selected Whitehorse major catchment drains) including vegetation, rubbish and solids.

3.3. Actions over four years

3.3.1. Advocate strengthening tree retention controls.

3.3.2. Deliver tree education and awareness campaign.

3.3.3. Strategic management of natural assets including bushland fire management.

3.3.4. Preserve local genetic diversity through supporting community nurseries.

3.3.5. Support and work with the community in protecting and enhancing natural assets

3.3.6. Continue implementing the Open Space Strategy

3.3.7. Continue the enhancement of existing active/passive open space.

3.3.8. Encourage food production on private and designated public land.

3.3.9. Create and enhance habitat for fauna at strategic sites across the municipality.

3.3.10. Continue to improve the safety, accessibility and amenity of parks and open spaces (including playgrounds).

3.3.11. Advocate to assist residents with removal of introduced pest species.

STRATEGIC DIRECTION 4:

Strategic leadership and open and accessible government.

4. **Strategic Objective**: Strong leadership and governance in partnership with the community and supported through regional collaboration and cooperation.

4.1. Strategies

4.1.1. Communicate decisions through a wide range of mediums that are accessible.

4.1.2. Further strengthen key financial management strategies that promote efficiency and accountability.

4.1.3. Promote leadership development opportunities for councillors, community leaders and council staff.

4.1.4. Maintain and continue to develop a high performing workforce that supports Council's ability to deliver its services efficiently and effectively.

4.1.5. Maintain strong partnerships with other government departments, local services and agencies to deliver services/initiatives/programs.

4.1.6. Continue to advocate and address the needs of Whitehorse's community including people from Culturally and Linguistically Diverse (CALD) backgrounds, people with a disability and older people.

4.1.7. Maintain 'Council's for Gender Equity' program national accreditation.

4.1.8. Maintain and enhance strong customer service in line with Council staff values and Council's Customer Service Charter.

4.1.9. Continue to promote Council projects and initiatives for knowledge sharing to the community and to recognise its achievements.

4.1.10. Enhance and nurture the ongoing sister city relationship between the City of Whitehorse and the City of Matsudo Japan.

4.1.11. Nurture the ongoing friendship city relationship with Shaoxing China.

4.2. Strategic Indicators

4.2.1. Increased number of people participating in community engagement activities.

4.2.2. Community satisfaction with Council performance on making decisions in the interest of the community.

4.2.3. Community satisfaction with Council performance on community consultation and engagement efforts.

4.2.4. Achievement of the six low risk (green) ratings for financial sustainability conducted by the Victorian Auditor-General's Office (VAGO).

4.2.5. Number of leaders who have participated in Council's support and development programs.

4.2.6. Community satisfaction with Council performance on customer service.

4.2.7. Maintained or improved staff satisfaction rating (biennially survey).

4.3. Actions over four years

4.3.1. Implement Whitehorse's Positive Ageing Strategy, Diversity Policy and Action Plan and Disability Policy and Action Plan to address the needs of specific disadvantaged groups.

4.3.2. Provide a leadership development program that also links to the principles of the Victorian Local Government Women's Charter.

4.3.3. Continue to deliver a strategic people recruitment and support program.

4.3.4. Continue to deliver a high standard learning and development program.

4.3.5. Review, monitor and test the Business Continuity Plan and Council IT Disaster Recovery Plan.

4.3.6. Maintain, monitor and test the Municipal Emergency Management Plan.

4.3.7. Maintain high levels of information technology and information management support systems.

4.3.8. Maintain an effective occupational health and safety program for staff.

4.3.9. In relation to the sister city relationship with the City of Matsudo Japan - Develop and implement a plan of activities, events, displays and promotions over a three year period culminating in a return visit in 2016.

STRATEGIC DIRECTION 5:

Support a healthy local economy.

5. **Strategic Objective**: Dynamic local economic environment that is regionally connected.

5.1. Strategies

5.1.1. Support the development of a sustainable, growing local economy.

5.1.2. Support the industrial and retail sectors.

5.1.3. Support the growth of health, education and business sectors.

5.1.4. Support businesses to prepare for changes in network technology including the National Broadband Network rollout.

5.2. Strategic Indicators

5.2.1. Improved business community satisfaction rating through biennial service survey.

5.2.2. Number of visits to the online council business directory.

5.2.3. Visitation numbers to business website: 'WBiz'.

5.2.4. Participation rates at NBN workshops.

5.3. Actions over four years

5.3.1. Implement new Economic Development Strategy 2014-2019.

5.3.2. Implement actions from industrial /retail support strategy.

5.3.3. Implement National Broadband Network (NBN) business preparation and engagement strategy.

5.3.4. Increased promotion of Footpath Trading Guidelines.

5.3.5. Regional collaboration and cooperation in creating employment opportunities.

5.3.6. Facilitate increased opportunities for local business to access training (through third party providers).

5.3.7. Annual Business Monitor Survey.

5.3.8. Continue to encourage opportunities for shop front improvement.

5.3.9. Promote business networks/groups/associations and business week to diverse communities (including CALD communities and people with disabilities) such as the Whitehorse Business Group and the Asian Business Association of Whitehorse.

5.3.10. Encourage local multicultural businesses and communities to establish international business links.

5.3.11. Seek partnership opportunities to support tertiary education institutes to grow internationally.

5.3.12. Support tertiary education institutes to have stronger linkages with local business.

5.3.13. Promote the annual "Think Local/Buy Local" campaign.

Strategic Resource Plan 2015-2019

Strategic Resource Plan Development

Council is required under the *Local Government Act 1989* to develop a Strategic Resource Plan that describes both the financial and non-financial resources required for at least the next four financial years to achieve the strategic objectives in the Council Plan. The Strategic Resource Plan includes a financial allocation plan based on Council's Long Term Financial Plan; Human Resource Strategy; Rating Strategy; Borrowing Strategy; and Asset Management Strategy. The plan also contains a set of financial statements as required by legislation.

Council has prepared a Strategic Resource Plan (SRP) for the four years 2015/16 to 2018/19 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The SRP takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms for the next four years.

The key objective, which underlines the development of the SRP, is financial sustainability in the medium to long term, while still achieving Council's strategic objectives as specified in the Council Plan.

In preparing the SRP, Council has also been mindful of the need to comply with the following principles of sound financial management as contained in the Act:

- Prudently manage financial risks relating to debt, assets and liabilities.
- Provide reasonable stability in the level of rate burden.
- Consider the financial effects of Council decisions on future generations.
- Provide full, accurate and timely disclosure of financial information.

Long-Term Financial Plan

Council's long-term planning strategy is aimed at creating a sustainable fiscal environment to enable Council to continue to provide the community with high quality services and infrastructure into the medium and long term. The financial plan is a continuation of Council's responsible financial program. It is a financial plan aimed at:

- Responsible rate increases reviewed annually.
- Providing a framework to deliver balanced budgets.
- Consolidation of the Victorian Auditor-General's sustainability measures, having moved from an underlying operating deficit to a surplus and increased the stay in business capital works program progressively over five years.

Council has, since 1997, worked within a financial framework that has successfully and consistently moved it towards the achievement of these goals. This has required tight but careful financial management. The assumptions underpinning the Plan are:

- The forward plan rate revenue increase of 4% per annum from 2016/17 based on Council's advocated position regarding proposed rate capping.
- Grants increase at 3% per annum.
- Fees and charges overall revenue increase by 3% per annum.
- Maintaining the long-term viability and value of the Council's Development Reserve to provide a funding source for major infrastructure projects.
- Interest on investments estimated at between 2.5% and 3%.
- Employee costs increase assumed to be no more than a 3% EBA increase plus 1%.
- Increases on contracts and materials held at 4% per annum.
- A capital works program of more than $450 million over the next ten years.

Financial Resources

The following table summarises the key financial results for the next four years as set out in the SRP for years 2015/16 to 2018/19.

Indicator	Proposed Budget 2015/16 $'000	Strategic Resource Plan Projections 2016/17 $'000	2017/18 $'000	2018/19 $'000
Surplus before capital items	19,005	17,629	16,697	14,932
Surplus/(deficit) for the year	20,361	18,160	17,233	16,467
Cash and investments	101,655	112,220	104,252	109,088
Cash flow from operations	45,291	44,819	44,825	44,657
Capital works	31,575	38,985	67,597	70,603

A long term funding strategy for redevelopment of major community facilities relies on a continuing surplus as an essential funding source.

Key Financial Indicators

The following table highlights Council's current and projected performance across a range of key financial indicators. Key financial indicators provide a useful analysis of Council's financial position and performance and should be used in the context of the organisation's objectives.

Indicator	Measure	Notes	Proposed Budget 2015/16	Strategic Resource Plan Projections 2016/17	2017/18	2018/19
Operating position						
Underlying result	Underlying surplus (deficit) / underlying revenue	1	10.9%	9.6%	8.6%	6.7%
Liquidity						
Working Capital	Current assets / Current liabilities	2	312.6%	329.9%	296.2%	292.6%
Unrestricted cash	Unrestricted cash / current liabilities	3	81.7%	101.1%	116.8%	124.2%
Obligations						
Indebtedness	Interest bearing loans and borrowings / rate revenue	4	10.4%	9.6%	14.8%	25.7%
Indebtedness	Interest and principal repayments / rate revenue		0.8%	0.8%	1.6%	2.4%
Long term liabilities	Non-current liabilities / own source revenue	5	7.8%	7.1%	10.3%	16.4%
Asset renewal	Asset renewal expenditure / depreciation	6	90.2%	101.6%	120.1%	165.9%
Stability						
Rates concentration	Rate revenue / adjusted underlying revenue	7	59.8%	59.1%	58.4%	56.6%
Rates effort	Rate revenue / property values (CIV)	8	0.2%	0.2%	0.2%	0.2%
Efficiency						
Expenditure level	Total expenditure / no. of assessments	9	$2,178	$2,259	$2,381	$2,511
Expenditure level	Specific purpose grants expended / Specific purpose grants received		100.0%	100.0%	100.0%	100.0%
Revenue level	Residential rate revenue / No. of residential assessments	10	$1,430	$1,465	$1,500	$1,541
Workforce turnover	No. of resignations & terminations / average no. of staff	11	15.0%	15.0%	15.0%	15.0%

Notes to Indicators

1. ***Underlying result*** – An underlying surplus should be generated in the ordinary course of business. A surplus of increasing surplus suggests an improvement in the operating position.

2. ***Working capital*** – Sufficient working capital is required to pay bills as and when they fall due. A high or increasing level of working capital suggests an improvement in liquidity.

3. ***Unrestricted cash*** – Sufficient cash which is free of restrictions is required to pay bills as and when they fall due. A high or increasing level of unrestricted cash suggests an improvement in liquidity.

4. ***Indebtedness*** – The level of debt should be appropriate to the size and nature of a council's activities. A low or decreasing level of debt suggests an improvement in the capacity to meet long term obligations.

5. ***Long term liabilities*** – The level of long term liabilities should be appropriate to the size and nature of a council's activities. A Low or decreasing level of long term liabilities suggests and improvement in the capacity to meet long term obligations.

6. ***Asset renewal*** - This percentage indicates the extent of Council's renewals against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets.

7. ***Rates concentration*** – Revenue should be generated from a range of sources. Reflects extent of reliance on rate revenues to fund all of Council's on-going services. A high or increasing range of revenue sources suggests an improvement in stability.

8. ***Rates effort*** – The rating level should be set based on the community's capacity to pay. Reflects extent of reliance on rate revenues to fund all of Council's on-going services. A low or decreasing level of rates suggests an improvement in the rating burden.

9. ***Expenditure level*** – Resources should be used efficiently in the delivery of services. A low or decreasing level of expenditure suggests an improvement in organisational efficiency.

10. ***Revenue level*** - Resources should be used efficiently in the delivery of services. A Low or decreasing level of rates suggests an improvement in organisational efficiency.

11. ***Workforce turnover*** - Resources should be used efficiently in the delivery of services. A Low or decreasing level of workforce turnover suggests an improvement in organisational efficiency.

Sustainable Capacity Indicators

The following table highlights Council's current and projected performance across a range of key sustainable capacity indicators. These indicators provide a useful analysis of Council's sustainable capacity and should be used in the context of the organisation's objectives.

Indicator	Measure	Notes	Proposed Budget 2015/16	Strategic Resource Plan Projections 2016/17	2017/18	2018/19
Own source revenue	Own source revenue / municipal population	1	$934	$985	$1,040	$1,116
Recurrent grants	Recurrent grants / municipal population	2	$103	$105	$108	$110
Population	Underlying expenses / Municipal population	3	$916	$956	$998	$1,045
Population	Infrastructure value / Municipal population		$4,717	$4,755	$4,921	$5,048
Population	Municipal population / Kilometres of local roads		281	283	285	287
Disadvantage	Index of Relative Socio-economic Disadvantage by percentile	4	1,051	1,051	1,051	1,051

Notes to Indicators

1. ***Own source revenue*** – Revenue should be generated from a range of sources in order to meet the agreed service needs of the community. A high or increasing level of own source revenue suggests an improvement in capacity.

2. ***Recurrent grants*** – Revenue should be generated from a range of sources in order to meet the agreed service needs of the community. A high or increasing level of recurrent grant revenue suggests an improvement in capacity.

3. ***Population*** – Population is a key driver of a council's ability to meet the agreed service needs of the community. A high or increasing level of the population (size, density) suggests and improvement in capacity.

4. ***Disadvantage*** – Disadvantage is a key driver of a council's ability to meet the agreed service needs of the community. A low or decreasing level of disadvantage suggests an improvement in capacity.

Non-Financial Resources (Human Resources)

In addition to the financial resources to be consumed over the planning period, Council will also consume non-financial resources, in particular human resources. A summary of Council's anticipated human resources requirements for the next four years as set out in the SRP for years 2015/16 to 2018/19. Refer Summary of Planned Human Resources Expenditure.

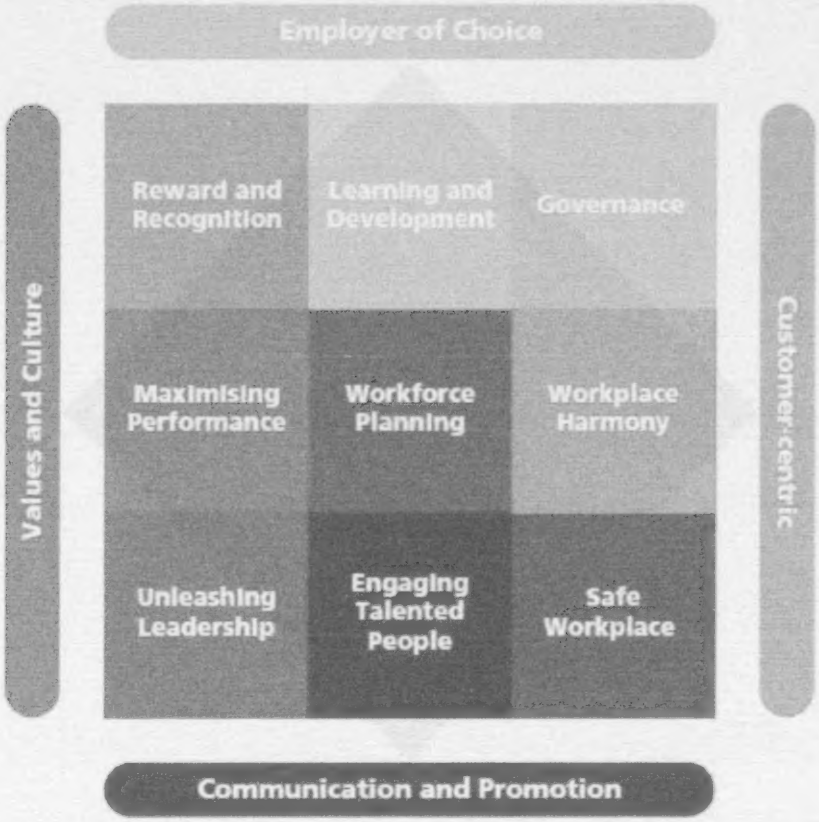
Indicator	Proposed Budget 2015/16	Strategic Resource Plan Projections 2016/17	2017/18	2018/19
Employee costs ($'000)				
Operating	66,827	69,486	72,251	75,125
Capital	1,399	1,469	1,542	1,620
Total	68,226	**70,955**	**73,793**	**76,745**
Employee numbers (EFT)	746	746	746	746

Council recognises that one of its most important assets is its people. The human resources of Council are integral to the provision of a wide range of quality services delivered to the community.

Council's workforce is approximately 1,300 employees, the majority of which are in part-time or casual roles. The Equivalent Full Time (EFT) positions budgeted for 2015/16 is 746, reflecting actual hours expected to be worked by all Council Staff. This represents an increase from the previous year primarily reflecting a full year of operation of the newly redeveloped Aqualink Box Hill leisure facility.

To enable staff to perform their roles to the optimum Council has an Organisation Development (OD) strategy built around an OD framework that aims to "attract, recruit, develop and retain highly skilled, motivated and professional employees..." The strategies and focus of Council's OD activities for the next four years will be in the key areas of the OD framework (see below). Council is also committed to excellence in Occupational Health and Safety, Human Rights and Equal Opportunity, with a number of major projects planned in these fields over the next four years. In addition Council's Collective Agreement recognises teamwork, professionalism and a commitment to our residents and customers as key employee values.

City of Whitehorse Organisation Development Strategic Model



Rating Strategy

This section of the report considers Council's rating strategy including assumptions underlying the current year rate increase and fees and charges pricing policy framework.

Rating Strategy Development

The desired outcome of a rating strategy is to achieve sound rating practices and to enable decisions that result in rates and charges that are reasonable, reflective of the service needs and financial capacity of the local community, transparent, easy to comprehend, and that conform with legislative requirements.

Additionally, the rating strategy should be comprehensive and contain appropriate information to properly support rating decisions. Ideally the rating strategy should be supported by briefing materials provided to Councillors to assist decision making, which include a rationale for the proposed rate structure, supportive rate modelling, and benchmarking with other comparable councils.

The 'revenue ratio' is one key financial indicator used by Council when analysing its financial position and financial performance. The 'revenue ratio' identifies Council's dependence on rate revenue, with the ratio being calculated by assessing rate revenue as a proportion of Council's total revenue.

In Council's Proposed Budget 2015/16 the 'revenue ratio' is 60.3 per cent and this ratio is projected to increase marginally over the next three financial years to 61.4 per cent by the 2018/19 financial year.

This places greater importance on Council's internal sources of revenue such as rates and fees and charges rather than a dependence on grants.

Council's current rating strategy is based on a common rate for the uniform municipality with no municipal charge. Further consideration will be given to assessing the merits of introducing a service rate or service charge for municipal refuse in accordance with Council's Waste Management Plan.

Current Year Rate Increase

Council's Long Term Financial Plan (LTFP) rate increase is proposed to further reduce from 5.8% to 5.6% for 2015/16, having previously reduced from 6.0% to 5.8% in 2012/13.

Two major and much utilised community facilities – Nunawading Community Hub and Whitehorse Performing Arts Centre – have been under feasibility review for several years and are now ready for funds to be committed and project commencement. This requires careful financial planning and significant investment over the next five to six years.

While long term loans and drawing on Council reserves and assets form approximately 77.0% of the proposed funding of these projects, rates income is an important contributor

to ensuring renewal of these much used community facilities can proceed. Therefore, a one-off Whitehorse City reNEWal fund of 2.0% is proposed for 2015/16 in addition to the general rates increase of 5.6%.

Future year rate increases will be impacted by the state government confirmed policy of capping rate increases. The government has appointed the Essential Services Commission to develop a framework by 31 October 2015 and enable legislation to be enacted for the 2016/17 year and beyond. So while the form and method are not known at this time, future rate increases of 4.0% per annum are shown to reflect a stable forward planning form based on local government cost rather than reference to the domestic Consumer Price Index (CPI).

Rating Structure

Having reviewed the various valuation bases for determining the property value component of rates, Council made a decision in 1997/98 to apply a Capital Improved Value (CIV) basis on the grounds that it provides the most equitable distribution of rates across the municipality. There are currently no plans to change that basis.

Rate type	How applied	2014/15	2015/16
Residential, Commercial, Industrial	Cents in $ of CIV	0.200376	0.215256
Recreational rates	Cents in $ of CIV	0.060113	0.064577

Borrowing Strategy

This section of the report considers the Council's borrowing strategy including strategy development, current year borrowings and proposed borrowing levels for the future.

Strategy Development

In developing the Strategic Resource Plan borrowings were identified as a funding source for major community infrastructure projects.

In the 2007/08 year, Council borrowed $3.00 million to part fund the construction of the Sportlink multipurpose indoor sports facility. This loan will be discharged by 2018. In 2013/14, Council borrowed a further $12.30 million as part of a funding strategy to redevelop Aqualink Box Hill. In future years, borrowings may be utilised to fund future major community infrastructure projects. The following table sets out future proposed borrowings as per Council's Long-Term Financial Plan.

Year	New Borrowings $'000	Principal Paid $'000	Interest Paid $'000	Balance 30 June $'000
2014/15	-	2,633	460	11,176
2015/16	-	360	462	10,816
2016/17	-	391	431	10,425
2017/18	7,500	1,004	794	16,921
2018/19	15,000	1,274	1,547	30,647

Asset Management Strategy

Council's infrastructure network represents a significant investment made over many generations and provides the foundation for the social, environmental and economic values of the community. This network provides necessary services and facilities that are expected from its users. Stewardship of infrastructure is a core Council function. Millions of dollars are spent annually managing and maintaining infrastructure and it is important that Council employs high-level management skills, practices and systems to ensure that services are delivered economically and sustainably.
Sound and sustainable asset management is necessary to enable Council to meet its responsibilities to:

- Provide services to current and future generations;
- Provide and maintain necessary community infrastructure;
- Encourage and support the economic and social development of the area.

Council's approach to asset management includes the application of best appropriate asset management practices, the implementation of a suite of tactical Asset Management Plans, an organisational wide information system for asset data management, reporting and works planning, and a planned and fully funded approach to timely infrastructure renewal and the consideration of lifecycle costing as a precursor to capital investment decisions for new infrastructure.

Council is a participant in the Municipal Association of Victoria STEP Asset Management Program, which includes the best practice guidelines contained in the Federal Government's National Asset Management Assessment Framework and Financial Sustainability Programs. Council will continue to respond to the MAV STEP Program obligations by continually enhancing its best practice asset management framework to attain, as a minimum, a 'Core' level of proficiency. This framework extends from Council's Asset Management Policy to asset operations and information management systems.

As part of Council's approach to responsible asset management, Council's Capital Works Program assigns funding priority to the renewal and upgrade of existing infrastructure over the creation of new assets. This is to ensure Council's existing infrastructure provides levels of service that are affordable and continue to meet broad community expectations. Council's Long-Term Financial Plan provides for a relatively stable level of capital expenditure in line with forecast available funding over the next ten years. This strategy enables a fully funded long term approach to be implemented for capital expenditure on both existing assets and new infrastructure. Council acknowledges that funding for capital works must come primarily from its rate base and be supplemented by other income whenever possible.

The following table summarises Council's forward outlook on capital expenditure including funding sources for the next four years.

Year	Total Capital Program $'000	External Sources			Council Cash		
		Grants $'000	Contributions $'000	Borrowings $'000	Proceeds from sale of assets $'000	Reserves $'000	Council Operations $'000
2014/15	29,336	636	86	12,300	1,130	3,543	11,641
2015/16	31,575	1,186	180	-	1,100	2,278	26,831
2016/17	38,985	418	-	-	5,000	1,445	32,122
2017/18	67,597	418	-	7,500	8,550	19,404	31,725
2018/19	70,603	2,418	-	15,000	16,050	4,350	32,785

Major Community Infrastructure Funding Strategy

Nominations for Councils capital works program undergo a rigorous whole of life cost assessment prior to Council review and decision. As most projects individually are of a low to medium cost it is financially responsible to require a more detailed and comprehensive assessment of major projects which we have defined as being $5.0 million or more.

Usually major projects are for existing community facilities, for example Aqualink Box Hill and Aqualink Nunawading, The Whitehorse Centre and Box Hill Town Hall but occasionally they may also be for a new facility, for example Sportlink Vermont South.

While few in number each will, at some point over time, require major redevelopment and upgrade and in total represent significant capital outlays. As such it is important that they be considered in long term planning.

Over the last year Council has adopted a business case assessment methodology in addition to a funding model that has been developed and tested. This funding model has, as its core, a premise that major projects don't require additional or special extra rates increases but rather be funded within the Long Term Financial Plan level of rates rise.

Key features of the funding strategy include:

- Prioritising facilities in order of need with one major project undertaken at the time
- Use of many funding sources without over reliance on rates income
- A funding mix of responsible debt levels, draw down of reserves (and then rebuild by interest reinvestment back into the reserve), strategic asset sales, all available grant sources and rates income via the operating surplus
- On a project by project basis explore options for developer and private sector participation
- A minimum of fifteen year planning horizon
- Maintain Councils financial sustainability rating of "low risk" as measured by the Victorian Auditor General's Office
- On Council approval of a completed business case the project becomes formally funded and is added to Councils capital works program, budget, and strategic resource plan documents.

As a consequence of this last dot point, the Proposed Budget 2015/16 and Draft Strategic Resource Plan show a gradual building up of reserve and cash balances in readiness to fund the formally approved major community infrastructure projects, Nunawading Community Hub and Whitehorse Performing Arts Centre.

Strategic Resource Plan – Financial Statements

The following six Financial Statements for the Strategic Resource Plan form a special purpose financial report prepared specifically to meet the requirements of the *Local Government Act 1989* and *Local Government (Planning and Reporting) Regulations 2014.*

- Comprehensive Income Statement
- Balance Sheet
- Statement of Changes in Equity
- Statement of Cash Flows
- Statement of Capital Works
- Statement of Human Resources
- Summary of planned human resources expenditure
- Summary of planned capital works expenditure

Comprehensive Income Statement

For the four years ending 30 June 2019

	Proposed Budget 2015/16 $'000	Strategic Resource Plan Projections 2016/17 $'000	2017/18 $'000	2018/19 $'000
Revenue				
Rates	103,991	108,950	114,009	119,069
User charges, fees and fines	45,813	47,187	48,603	50,061
Grants and subsidies - operating (recurrent)	17,280	17,798	18,332	18,882
Interest income	2,880	2,541	2,806	3,128
Other income	2,569	2,672	2,779	2,890
Total revenue	172,533	179,148	186,529	194,030
Expenses				
Employee benefits	68,226	70,955	73,793	76,745
Materials and services	53,775	57,927	62,243	66,733
Depreciation	24,500	25,379	25,900	26,687
Interest expense	462	431	794	1,547
Other expenses	6,565	6,828	7,101	7,385
Total expenses	153,528	161,520	169,831	179,097
Surplus/(deficit) before capital items	19,005	17,629	16,697	14,932
Grants and subsidies - capital (non-recurrent)	1,186	418	418	2,418
Contributions - monetary	180	-	-	-
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	(10)	113	118	(883)
Surplus/(deficit) for the year	20,361	18,160	17,233	16,467
Other comprehensive income				
Revaluation of property, infrastructure, plant and equipment	35,055	36,106	37,189	38,305
Total comprehensive result	55,416	54,266	54,422	54,772

Balance Sheet

For the four years ending 30 June 2019

	Proposed Budget 2015/16 $'000	Strategic Resource Plan Projections 2016/17 $'000	2017/18 $'000	2018/19 $'000
Assets				
Current assets				
Cash and cash equivalents	101,655	112,220	104,252	109,088
Trade and other receivables	9,570	9,560	9,550	9,540
Other current assets	682	682	682	682
Total current assets	111,907	122,462	114,484	119,310
Non-current assets				
Trade and other receivables	67	67	67	67
Investment in associates	6,594	6,594	6,594	6,594
Property, infrastructure and plant & equipment	1,904,262	1,948,961	2,019,290	2,084,453
Total non-current assets	1,910,923	1,955,622	2,025,951	2,091,114
Total assets	2,022,830	2,078,084	2,140,435	2,210,424
Liabilities				
Current liabilities				
Trade and other payables	14,847	15,209	15,579	15,958
Trust funds and deposits	6,500	6,760	7,030	7,310
Interest bearing loans and borrowings	391	425	611	1,345
Employee benefits	14,055	14,725	15,428	16,165
Total current liabilities	35,793	37,119	38,648	40,778
Non-current liabilities				
Interest bearing loans and borrowings	10,425	10,000	16,310	29,302
Employee benefits	1,808	1,895	1,985	2,080
Total non-current liabilities	12,233	11,895	18,295	31,382
Total liabilities	48,026	49,014	56,943	72,160
Net assets	1,974,804	2,029,070	2,083,492	2,138,264
Equity				
Accumulated surplus	715,447	731,990	765,460	783,349
Asset revaluation reserves	1,203,533	1,239,639	1,276,828	1,315,133
Other reserves	55,824	57,441	41,204	39,782
Total equity	1,974,804	2,029,070	2,083,492	2,138,264

Statement of Changes in Equity

For the four years ending 30 June 2019

	Total Equity $'000	Accumulated Surplus $'000	Revaluation Reserve $'000	Other Reserves $'000
2015/16				
Balance at beginning of the financial year	1,919,388	696,931	1,168,478	53,979
Surplus/(deficit) for the year	20,361	20,361	-	-
Net asset revaluation increment(decrement)	35,055	-	35,055	-
Transfer to reserves	-	(4,273)	-	4,273
Transfer from reserves	-	2,428	-	(2,428)
Balance at end of the financial year	**1,974,804**	**715,447**	**1,203,533**	**55,824**
2016/17				
Balance at beginning of the financial year	1,974,804	715,447	1,203,533	55,824
Surplus/(deficit) for the year	18,160	18,160	-	-
Net asset revaluation increment(decrement)	36,106	-	36,106	-
Transfer to reserves	-	(3,212)	-	3,212
Transfer from reserves	-	1,595	-	(1,595)
Balance at end of the financial year	**2,029,070**	**731,990**	**1,239,639**	**57,441**
2017/18				
Balance at beginning of the financial year	2,029,070	731,990	1,239,639	57,441
Surplus/(deficit) for the year	17,233	17,233	-	-
Net asset revaluation increment(decrement)	37,189	-	37,189	-
Transfer to reserves	-	(3,307)	-	3,307
Transfer from reserves	-	19,544	-	(19,544)
Balance at end of the financial year	**2,083,492**	**765,460**	**1,276,828**	**41,204**
2018/19				
Balance at beginning of the financial year	2,083,492	765,460	1,276,828	41,204
Surplus/(deficit) for the year	16,467	16,467	-	-
Net asset revaluation increment(decrement)	38,305	-	38,305	-
Transfer to reserves	-	(2,928)	-	2,928
Transfer from reserves	-	4,350	-	(4,350)
Balance at end of the financial year	**2,138,264**	**783,349**	**1,315,133**	**39,782**

Statement of Cash Flows

For the four years ending 30 June 2019

	Proposed Budget 2015/16 $'000	Strategic Resource Plan Projections 2016/17 $'000	2017/18 $'000	2018/19 $'000
Cash flows from operating activities				
Rates (incl. supplementary rates)	103,991	108,950	114,009	119,069
User charges, fees and fines	45,813	47,187	48,603	50,061
Grants and subsidies - excluding capital contributions	17,280	17,798	18,332	18,882
Interest received	2,880	2,541	2,806	3,128
Other income	2,569	2,672	2,779	2,890
Employee benefits	(67,505)	(70,198)	(73,000)	(75,914)
Materials and services	(53,172)	(57,303)	(61,603)	(66,074)
Other expenses	(6,565)	(6,828)	(7,101)	(7,385)
Net cash from operating activities	45,291	44,819	44,825	44,657
Cash flows from investing activities				
Repayment of loans and advances	10	10	10	10
Proceeds from sale of property, infrastructure, plant and equipment	1,225	5,125	8,675	16,175
Acquisition of property, infrastructure, plant and equipment	(31,574)	(38,985)	(67,597)	(70,603)
Capital contributions	1,366	418	418	2,418
Net cash used in investing activities	(28,973)	(33,432)	(58,494)	(52,000)
Cash flows from financing activities				
Proceeds from borrowings	-	-	7,500	15,000
Repayment of loans and borrowings	(822)	(822)	(1,798)	(2,821)
Net cash provided by / (used in) financing activities	(822)	(822)	5,702	12,179
Net increase/(decrease) in cash and cash equivalents	15,497	10,566	(7,968)	4,836
Cash and cash equivalents at beginning of year	86,158	101,655	112,220	104,252
Cash and cash equivalents at end of year	101,655	112,220	104,252	109,088

Statement of Capital Works

For the four years ending 30 June 2019

	Proposed Budget	Strategic Resource Plan Projections		
	2015/16	2016/17	2017/18	2018/19
	$'000	$'000	$'000	$'000
Property				
Land	1,483	-	2,164	3,850
Buildings	3,415	14,080	41,815	44,235
Building improvements	5,199	3,126	2,280	2,018
Total property	10,097	17,206	46,259	50,103
Plant and equipment				
Plant, machinery and equipment	3,250	3,350	3,450	3,600
Fixtures, fittings and furniture	519	284	398	289
Computers and telecommunications	1,275	1,790	1,185	725
Total plant and equipment	5,044	5,424	5,033	4,614
Infrastructure				
Roads	5,750	4,475	4,358	5,025
Bridges	260	170	170	100
Footpaths and cycleways	3,087	3,560	3,150	3,030
Drainage	1,765	1,715	1,865	1,885
Recreational, leisure and community facilities	2,161	3,080	3,530	2,425
Waste management	100	100	100	100
Parks, open space and streetscapes	3,261	3,165	2,742	2,920
Off street car parks	50	90	390	401
Total infrastructure	16,434	16,355	16,305	15,886
Total capital works	31,575	38,985	67,597	70,603
Represented by:				
Asset renewal	24,316	27,569	37,508	39,782
Asset upgrade	1,458	3,540	6,755	5,520
New assets	3,801	2,066	3,584	5,623
Asset expansion	2,000	5,810	19,750	19,678
Total capital works	31,575	38,985	67,597	70,603
Reconciliation of movement in property, infrastructure, plant and equipment				
Total capital works	31,575	38,985	67,597	70,603
Asset revaluation increment	35,055	36,106	37,189	38,305
Depreciation and amortisation	(24,500)	(25,379)	(25,900)	(26,687)
Written down value of assets sold	(1,235)	(5,013)	(8,558)	(17,058)
Net movement in property, infrastructure, plant and equipment	40,895	44,699	70,328	65,163

Statement of Human Resources

For the four years ending 30 June 2019

	Proposed Budget	Strategic Resource Plan Projections		
	2015/16	2016/17	2017/18	2018/19
	$'000	$'000	$'000	$'000
Staff expenditure				
Employee costs - operating	66,827	69,486	72,251	75,125
Employee costs - capital	1,399	1,469	1,542	1,620
Total staff expenditure	68,226	70,955	73,793	76,745
	EFT	EFT	EFT	EFT
Staff numbers				
Employees	746	746	746	746
Total staff numbers	746	746	746	746

Summary of Planned Human Resources Expenditure

For the four years ending 30 June 2019

	Proposed Budget	Strategic Resource Plan Projections		
	2015/16	2016/17	2017/18	2018/19
Staff expenditure by Division	$'000	**$'000**	**$'000**	**$'000**
Executive Services				
Full time	2,186	2,273	2,364	2,459
Part time	869	904	940	978
Casual	374	389	405	421
Other	162	168	175	182
Total Executive Services	3,591	**3,734**	**3,884**	**4,040**
Corporate Services				
Full time	7,598	7,902	8,218	8,547
Part time	1,035	1,076	1,119	1,164
Casual	1,043	1,085	1,128	1,173
Other	2,358	2,452	2,550	2,652
Total Corporate Services	12,034	**12,515**	**13,015**	**13,536**
City Development				
Full time	5,998	6,238	6,488	6,748
Part time	980	1,019	1,060	1,102
Other	310	322	335	348
Total City Development	7,288	**7,579**	**7,883**	**8,198**
Human Services				
Full time	12,399	12,896	13,411	13,946
Part time	13,443	13,981	14,540	15,122
Casual	6,548	6,810	7,082	7,365
Other	2,224	2,313	2,406	2,502
Total Human Services	34,614	**36,000**	**37,439**	**38,935**
Infrastructure				
Full time	9,956	10,354	10,768	11,199
Part time	292	304	316	329
Casual	-	-	-	-
Other	451	469	488	508
Total Infrastructure	10,699	**11,127**	**11,572**	**12,036**
Total staff expenditure	68,226	**70,955**	**73,793**	**76,745**
Staff numbers by Division	EFT	**EFT**	**EFT**	**EFT**
Executive Services				
Full time	19	19	19	19
Part time	12	12	12	12
Casual	3	3	3	3
Total Executive Services	34	**34**	**34**	**34**
Corporate Services				
Full time	78	78	78	78
Part time	10	10	10	10
Casual	15	15	15	15
Total Corporate Services	103	**103**	**103**	**103**
City Development				
Full time	65	65	65	65
Part time	11	11	11	11
Total City Development	76	**76**	**76**	**76**

	Proposed Budget	Strategic Resource Plan Projections		
	2015/16	2016/17	2017/18	2018/19
Human Services				
Full time	139	139	139	139
Part time	184	184	184	184
Casual	87	87	87	87
Total Human Services	410	**410**	**410**	**410**
Infrastructure				
Full time	120	120	120	120
Part time	3	3	3	3
Casual	-	-	-	-
Total Infrastructure	123	**123**	**123**	**123**
Total staff numbers	746	**746**	**746**	**746**

Summary of Planned Capital Works Expenditure

For the four years ending 30 June 2016

	Asset Expenditure Types					Funding Source				
	New	Renewal	Upgrade	Expansion	Total	Grants	Contributions	Rates	Asset Sales	Reserve
Infrastructure										
Bridges	0	260,000	0	0	260,000	0	0	260,000	0	0
Drainage	165,000	1,450,000	150,000	0	1,765,000	0	0	1,765,000	0	0
Footpaths and Cycleways	50,000	2,632,000	0	405,000	3,087,000	0	0	3,087,000	0	0
Off street car parks	0	50,000	0	0	50,000	0	0	50,000	0	0
Parks, Open Space & Streetscapes	1,130,000	1,805,000	325,500	0	3,260,500	0	0	2,740,500	0	520,000
Recreational, Leisure & Community Facilities	200,000	1,741,000	220,000	0	2,161,000	10,000	0	2,151,000	0	0
Roads	280,000	5,197,500	207,500	65,000	5,750,000	995,652	180,000	4,574,348	0	0
Waste Management	100,000	0	0	0	100,000	0	0	100,000	0	0
Total	**1,925,000**	**13,135,500**	**903,000**	**470,000**	16,433,500	**1,005,652**	**180,000**	**14,727,848**	**0**	**520,000**
Plant and Equipment										
Computers and Telecommunications	15,000	720,000	370,000	170,000	1,275,000	0	0	1,275,000	0	0
Fixtures, fittings and furniture	50,000	469,000	0	0	519,000	0	0	519,000	0	0
Plant, machinery and equipment	0	3,250,000	0	0	3,250,000	0	0	2,150,000	1,100,000	0
Total	**65,000**	**4,439,000**	**370,000**	**170,000**	5,044,000	**0**	**0**	**3,944,000**	**1,100,000**	**0**
Property										
Building Improvement	328,000	4,506,000	185,000	180,000	5,199,000	0	0	4,924,000	0	275,000
Buildings	0	2,235,000	0	1,180,000	3,415,000	180,000	0	3,235,000	0	0
Land	1,483,000	0	0	0	1,483,000	0	0	0	0	1,483,000
Total	**1,811,000**	**6,741,000**	**185,000**	**1,360,000**	10,097,000	**180,000**	**0**	**8,159,000**	**0**	**1,758,000**
Grand Total	**3,801,000**	**24,315,500**	**1,458,000**	**2,000,000**	31,574,500	**1,185,652**	**180,000**	**26,830,848**	**1,100,000**	**2,278,000**

Summary of Planned Capital Works Expenditure

For the four years ending 30 June 2017

	Asset Expenditure Types					Funding Source				
	New	Renewal	Upgrade	Expansion	Total	Grants	Contributions	Rates	Asset Sales	Reserves
Infrastructure										
Bridges	0	170,000	0	0	170,000	0	0	170,000	0	0
Drainage	45,000	1,320,000	350,000	0	1,715,000	0	0	1,715,000	0	0
Footpaths and Cycleways	530,000	3,030,000	0	0	3,560,000	0	0	3,560,000	0	0
Off street car parks	40,000	50,000	0	0	90,000	0	0	90,000	0	0
Parks, Open Space & Streetscapes	830,000	1,015,000	1,280,000	40,000	3,165,000	0	0	2,460,000	0	705,000
Recreational, Leisure & Community Facilities	100,000	2,340,000	0	640,000	3,080,000	0	0	2,440,000	0	640,000
Roads	120,000	4,150,000	205,000	0	4,475,000	417,826	0	4,057,174	0	0
Waste Management	100,000	0	0	0	100,000	0	0	100,000	0	0
Total	**1,765,000**	**12,075,000**	**1,835,000**	**680,000**	16,355,000	**417,826**	**0**	**14,592,174**	**0**	**1,345,000**
Plant and Equipment										
Computers and Telecommunications	75,000	1,335,000	140,000	240,000	1,790,000	0	0	1,790,000	0	0
Fixtures, fittings and furniture	50,000	234,000	0	0	284,000	0	0	284,000	0	0
Plant, machinery and equipment	0	3,350,000	0	0	3,350,000	0	0	2,350,000	1,000,000	0
Total	**125,000**	**4,919,000**	**140,000**	**240,000**	5,424,000	**0**	**0**	**4,424,000**	**1,000,000**	**0**
Property										
Building Improvement	176,000	2,275,000	675,000	0	3,126,000	0	0	3,026,000	0	100,000
Buildings	0	8,300,000	890,000	4,890,000	14,080,000	0	0	10,080,000	4,000,000	0
Total	**176,000**	**10,575,000**	**1,565,000**	**4,890,000**	17,206,000	**0**	**0**	**13,106,000**	**4,000,000**	**100,000**
Grand Total	**2,066,000**	**27,569,000**	**3,540,000**	**5,810,000**	38,985,000	**417,826**	**0**	**32,122,174**	**5,000,000**	**1,445,000**

Summary of Planned Capital Works Expenditure

For the four years ending 30 June 2018

	Asset Expenditure Types					Funding Source				
	New	Renewal	Upgrade	Expansion	Total	Grants	Loans	Rates	Asset Sales	Reserves
Infrastructure										
Bridges	0	170,000	0	0	170,000	0	0	170,000	0	0
Drainage	165,000	1,300,000	400,000	0	1,865,000	0	0	1,865,000	0	0
Footpaths and Cycleways	290,000	2,860,000	0	0	3,150,000	0	0	3,150,000	0	0
Off street car parks	340,000	50,000	0	0	390,000	0	0	390,000	0	0
Parks, Open Space & Streetscapes	60,000	1,121,500	1,560,000	0	2,741,500	0	0	2,741,500	0	0
Recreational, Leisure & Community Facilities	150,000	2,740,000	0	640,000	3,530,000	0	0	2,890,000	0	640,000
Roads	120,000	4,033,000	205,000	0	4,358,000	417,826	0	3,940,174	0	0
Waste Management	100,000	0	0	0	100,000	0	0	100,000	0	0
Total	**1,225,000**	**12,274,500**	**2,165,000**	**640,000**	16,304,500	**417,826**	**0**	**15,246,674**	**0**	**640,000**
Plant and Equipment										
Computers and Telecommunications	20,000	880,000	105,000	180,000	1,185,000	0	0	1,185,000	0	0
Fixtures, fittings and furniture	50,000	288,000	60,000	0	398,000	0	0	398,000	0	0
Plant, machinery and equipment	0	3,450,000	0	0	3,450,000	0	0	2,400,000	1,050,000	0
Total	**70,000**	**4,618,000**	**165,000**	**180,000**	5,033,000	**0**	**0**	**3,983,000**	**1,050,000**	**0**
Property										
Building Improvement	125,000	2,015,000	100,000	40,000	2,280,000	0	0	2,180,000	0	100,000
Buildings	0	18,600,000	4,325,000	18,890,000	41,815,000	0	7,500,000	10,175,000	7,500,000	16,640,000
Land	2,164,000	0	0	0	2,164,000	0	0	0	0	2,164,000
Total	**2,289,000**	**20,615,000**	**4,425,000**	**18,930,000**	46,259,000	**0**	**7,500,000**	**12,355,000**	**7,500,000**	**18,904,000**
Grand Total	**3,584,000**	**37,507,500**	**6,755,000**	**19,750,000**	67,596,500	**417,826**	**7,500,000**	**31,584,674**	**8,550,000**	**19,544,000**

Summary of Planned Capital Works Expenditure

For the four years ending 30 June 2019

	Asset Expenditure Types					Funding Source				
	New	Renewal	Upgrade	Expansion	Total	Grants	Loans	Rates	Asset Sales	Reserves
Infrastructure										
Bridges	0	100,000	0	0	100,000	0	0	100,000	0	0
Drainage	165,000	1,320,000	400,000	0	1,885,000	0	0	1,885,000	0	0
Footpaths and Cycleways	310,000	2,720,000	0	0	3,030,000	0	0	3,030,000	0	0
Off street car parks	343,000	50,000	0	8,000	401,000	0	0	401,000	0	0
Parks, Open Space & Streetscapes	560,000	955,000	1,405,000	0	2,920,000	0	0	2,920,000	0	0
Recreational, Leisure & Community Facilities	0	2,155,000	270,000	0	2,425,000	0	0	2,425,000	0	0
Roads	120,000	4,695,000	210,000	0	5,025,000	417,826	0	4,607,174	0	0
Waste Management	100,000	0	0	0	100,000	0	0	100,000	0	0
Total	**1,598,000**	**11,995,000**	**2,285,000**	**8,000**	15,886,000	**417,826**	**0**	**15,468,174**	**0**	**0**
Plant and Equipment										
Computers and Telecommunications	0	525,000	80,000	120,000	725,000	0	0	725,000	0	0
Fixtures, fittings and furniture	50,000	239,000	0	0	289,000	0	0	289,000	0	0
Plant, machinery and equipment	0	3,600,000	0	0	3,600,000	0	0	2,550,000	1,050,000	0
Total	**50,000**	**4,364,000**	**80,000**	**120,000**	4,614,000	**0**	**0**	**3,564,000**	**1,050,000**	**0**
Property										
Building Improvement	125,000	1,793,000	100,000	0	2,018,000	0	0	2,018,000	0	0
Buildings	0	21,630,000	3,055,000	19,550,000	44,235,000	2,000,000	15,000,000	11,735,000	15,000,000	500,000
Land	3,850,000	0	0	0	3,850,000	0	0	0	0	3,850,000
Total	**3,975,000**	**23,423,000**	**3,155,000**	**19,550,000**	50,103,000	**2,000,000**	**15,000,000**	**13,753,000**	**15,000,000**	**4,350,000**
Grand Total	**5,623,000**	**39,782,000**	**5,520,000**	**19,678,000**	70,603,000	**2,417,826**	**15,000,000**	**32,785,174**	**16,050,000**	**4,350,000**

Acknowledgement of Country

In the spirit of reconciliation, Whitehorse City Council acknowledges the Wurundjeri people as the traditional owners of the land now known as Whitehorse and pays respect to its elders past and present.

Contacting Council

Postal Address
Whitehorse City Council
Locked Bag 2, Nunawading DC VIC 3131
Phone: 9262 6333
Fax: 9262 6490
TTY: 9262 6325 (Service for deaf or hearing impaired people)
TIS: 131 450 (Telephone interpreter service. Call and ask to be connected to Whitehorse City Council on 9262 6333.)

Email: customer.service@whitehorse.vic.gov.au
Website: www.whitehorse.vic.gov.au

Service Centres:

Whitehorse Civic Centre
(main Service Centre)
379-397 Whitehorse Road, Nunawading 3131

Box Hill Service Centre
Box Hill Town Hall
1022 Whitehorse Road, Box Hill 3128

Forest Hill Service Centre
Level 2 (T275),
Forest Hill Chase Shopping Centre
Canterbury Road, Forest Hill 3131

For a large print version of this publication, please call 9262 6124
Publication No: 040415139